

Leadership Style and Work Performance among Security Officers of Narcotic Addiction Recovery Centre, Malaysia

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Received: March 4, 2024

Accepted: May 5, 2024

Online Published: July 8, 2024

doi:10.5539/ijbm.v19n4p176

URL: <https://doi.org/10.5539/ijbm.v19n4p176>

Abstract

This study explores on leadership style and work performance among the security officers of the Narcotic Addiction Recovery Center (NARC). This research uses quantitative methods with the distribution of questionnaires to the officers in NARC. The study employs research tools on the Leadership Style Questionnaire (LSQ) by Northouse (2015) for the independent variable and the Individual Work Performance Questionnaire (IWPQ) by Koopmans (2014) for the dependent variable. A total of 89 respondents were involved in this study. The reliability analysis was conducted on the leadership style had a Cronbach's alpha value of 0.819. Meanwhile, the work performance had a Cronbach's alpha value of 0.726. The results of this study found that there is a significant relationship between leadership style and work performance among NARC officers where the correlation value ($r=0.426$, $p=0.000$).

Keywords: Leadership style, work performance, security officers, drug rehabilitation center

1. Introduction

The pandemic COVID-19 has spread throughout the nation. Thus, the security officers of NARC had no exception in facing the pandemic. They had to ensure the security of their institution regardless of any circumstances. The work performance of security officers had to be at high motivation due to the pandemic. They had to ensure their work performance was not compromised especially on the security of their institutions. The study of how leadership style affects the performance of security officers at NARC is to find an approach that is relevant in attracting the interest of members to work in a conducive atmosphere. The first problem identified is related to appreciation among security officers. Appreciation is rewards that need to be given to security officers. Appreciation can be used as a high motivation against workers.

This study focused on security officers at NARC which is the largest unit in a drug treatment and rehabilitation institution under the NADA. One independent variable is chosen which is style leadership aims to find out what leadership style is practiced in the institution and if the leadership style is effective by being translated through the work performance of security officers. Apart from that, the results of this study can also find out how far which is the level of the respondent's work performance with questions related to work performance which was submitted in the questionnaire. Work performance is a dependent variable selected by the researcher in this study.

Nowadays, there are many challenges that an employee has to face, especially in providing the best service to their employees. Challenge globalization in the world of work to some extent has an impact on organizational management especially during the pandemic phase of COVID-19 is happening lately. Officers and staff of the Rehabilitation Center Narcotics Addiction (NARC) under the National Anti-Drug Agency (NADA) are also no exception in facing pandemics in Malaysia. Therefore, to ensure that the organization can move in line with its goals, strategic planning is needed to examine the efficiency of officers and NARC staff in ensuring their performance is up to par with the real one from time to time. Therefore, a study will be conducted that aims to find out the relationship between leadership style and work performance among the security officers at the Narcotic Addiction Rehabilitation Center (NARC).

Security officers found that the leadership styles of their top management had affected their performance over time. Moreover, security officers also often complain to the top leadership because they seem to be downrated

from other units in the organization. Thus, this affected their motivation and led to work performance. Security officers felt that they were not giving their commitments to the organization as compared to their early days in the organization. Moreover, the security officers felt the lack of attention given by their management to their welfare. Security officers also felt the unfairness in some decisions made by their management. Unfortunately, some security officers made themselves on the issues of attendance, sick leave, being late to work, disobeying orders, and other ethical violations.

Therefore, this study focuses on problems related to work performance as a result of the leadership styles of management at NARC. In addition, this study also helps in finding the answer to whether a person's leadership style is related to a person's work performance. Therefore, to be clear, this study was conducted to find what is the relationship and impact between the leadership style of security officers of NARC on their work performance.

2. Literature Review

2.1 Background of NARC

In 1983 the Malaysian government declared the drug illegal as the country's number one enemy. There is an urgent need to establish rehabilitation institutions to treat drug addicts. The vacancy of ranger police camps that have been closed became an opportunity for the Drug Treatment and Rehabilitation Division under The Ministry of the Interior to establish a Rehabilitation Institution for drug addicts known as *Pusat Serenti*. The rehabilitation center began its operations in 1992 with a total of 50 residents sent from the rehabilitation center at that time by using the program method "tough and rugged". In 1998, rehabilitation centers across the country were administered under the National Anti-Drug Agency (NADA) and classified addicts into several categories such as mild addicts, medium core, hardcore, and youth. In 2008, the NADA was rebranded, where all the names of *Pusat Serenti* were changed to Narcotic Addiction Rehabilitation Center (NARC). Enforcement in aspects of discipline and safety for each client, member, and premises are among the main responsibilities and roles in the functional structure of the Security Unit. Regular client checkups through periodic urine tests are also random among the tasks performed to ensure the client's safety aspect. Area patrol is also carried out for the safety of the premises, and post of members on duty, and overall, the workplace is in good condition, safe, and controlled.

2.2 Work Performance

The definition of work performance is one of a systematic description of the strengths and weaknesses of an employee compared to other workers (Ariffin, 1985). Meanwhile, Robbin and Stephen (1996) stated work performance is a person's ability to achieve organizational objectives. Among the things that show an individual having a good work performance are attendance, punctuality, discipline, quality, and quantity of work, as well as a willingness to carry out daily tasks. Sunarta (2019) stated job satisfaction is pleasant or positive emotions resulting from job evaluation or one's work experience. This shows that workers satisfied have a positive attitude towards work which leads to work performance to a high level while employee who are not satisfied have a negative attitude towards work resulting in low work performance. Work performance on the other hand shows the behavior that a person observes through work those who are important in achieving organizational and behavioral goals this must be related to the organization's goals.

Work performance refers to the assessment of a person's level of competence employees are evaluated by the employer of an organization in helping the organization achieve its objectives and goals. Work performance is evaluated in various ways. Among them is using the work target setting method which is usually associated with the "key performance index" (KPI) that has been set by the employer. Work performance can also affect the achievement of the organization's goals whether at an excellent level, good, simple, or bad. A study conducted by Noel (2009), defined work performance as where a manager is responsible for ensuring that activities and productivity are in line with organizational goals. Work performance includes aspects of the quantity of work that is produced in a period that has been set based on certain conditions involving knowledge of the assignment and creativity in solving existing problems as well as cooperation with colleagues. According to Sutrisno and Edy (2009) stated that work performance is the result of a person's efforts which is determined by the ability and perception of his characteristics towards his role in the job. Work performance is seen as a set of behaviors behavior that is relevant to the achievement of organizational or unit goals in the organization where a person works (Murphy, 1990). Work performance is not only measured by the quantity produced but also the quality is preferred.

In determining the work performance of a public official, the evaluation method through KPI is widely used. The KPI in public service is a measurement system that is simple, and effective and helps the organization explain and control the level of progress of a service process delivered to customers in line with the mission and vision

of an organization (Public Administration Progress Circular Number 2, 2005). For example, the public sector uses annual work targets that need to be filled by civil servants to identify a person's KPI civil servants. Through the SKT, the appraiser will know if the target is achieved and evaluated through LNPT every year. The KPI method refers to a measurement system for factors which is critical where it can contribute to an excellent organization.

Work performance measurement is also a metric tool used to track a process and activity such as standard compliance with the use of "input" and "output" produced by employees, achievement of goals in organizational policies, employee efficiency, productivity, and effectiveness of organizational spending. Performance and performance measurement vary by position, place, and time. That, in determining the work performance of public service officers, measurement of Officer performance requires a set of procedures to define work performance overall.

2.3 Leadership Style

Leadership style is a skill or ability owned by a leader such as a manager, supervisor, or leader team in planning strategies, directing subordinates, influencing, encouraging, and controlling other individuals in an organization. Leadership style can also be defined as a behavior and strategy, the result of a combination of philosophy, skills, traits, and attitudes, which is often applied by a leader when he tries to influence the performance of his subordinates (Tampubolon, 2007). As a personal leader, choosing the right leadership style can influence the work performance of each individual in the organization. This is because the leadership style indirectly motivates subordinates to carry out assigned tasks. If the leadership style used is coincident with the employee's wishes, definitely the result given is positive compared to a weak leadership style or urgent.

A leader first gets to know his subordinates. This action aims to find out their personality so that it is easy for the leader to control them like strengths, weaknesses, emotions, motivation, commitment, and so on. Method This is to understand how to take advantage of subordinates' strengths to compensate for their weaknesses (Mariam, 2009). If a leader fails to master the personality of his subordinates, the leader will experience problems in coordinating tasks according to staff characteristics that affect interest, motivation, and work pleasure resulting in poor work quality satisfying Northouse (2015) in a study conducted by Zainuddin and Asaari (2019) said that leadership is a process where an individual influences other individuals or followers to achieve common goals related to life, organization, or can be both. Therefore, leadership style as well as a behavioral norm used by a person when the person tries to influence the behavior of others (Anuar, 2014), namely autocratic leadership, democratic leadership, and laissez-faire leadership.

2.3.1 Autocratic Leadership

The first leadership style is the autocratic leadership style. Leaders who practice this kind of leadership style are likened to individuals who care about hierarchy and the power they have. This is because the leader tends to give instructions and make decisions on his own. To ensure that his voice is heard, the autocratic type of leader will make sure that all the power he has is closely controlled and make sure that everything related to the organization depends on him such as planning, actions, feedback, and decisions. So, it can be concluded that leaders who practice autocratic leadership style are individuals who only want good results but are not together with their subordinates in making every organizational plan a success. Currently, this leadership style is seen as irrelevant because human resources change with the times. This kind of leadership style will result in frequent job turnover among employees as a result of work pressure. However, this leadership style is required according to the situation, there are times when this style needs to be used once especially when there is a major crisis where decisions need to be made quickly without requiring the consent of many parties (Mustafa, 2008; Baharin, Adnan, Mohd Zin, Kamaludin, & Mansor, 2016).

2.3.2 Democratic Leadership

The second leadership style is the democratic style. Leaders who practice this style are more open than autocratic leaders. This is because, they practice good cooperation with subordinates by involving them in planning, acting and making decisions together. They will also discuss to ensure that the decision made is the best to avoid any problems that occur before, during and after a project is carried out. Therefore, the medium that is often used in making decisions is through meetings and discussions. In addition, democratic leaders also practice the method of delegating authority to the most senior officers or officers who are trusted to lead a team. Therefore, the team leader will be trusted in making decisions and free to manage the team in their way based on the established guidelines. This way allows the team leader to gain experience in managing a small organization. The democratic leadership style is proven to produce an excellent organization. This point is stated in the research carried out: among the privileges of democratic leaders is that this type of leader can be an excellent leader of an

organization because he is aware of his ability as a guide to his followers while being able to create a sense of responsibility and teamwork among his subordinates (Baharin et al, 2016)). Democratic leaders are aware that each individual is unable to produce something of high quality without the cooperation and help of other individuals. Therefore, the involvement of all is charged with producing an excellent and competitive organization starting from the lowest hierarchy to the highest. In addition, with an equal workload able to satisfy all parties. Through the distribution of tasks and powers, all parties will feel more confident and comfortable in carrying out their respective duties, which can indirectly guarantee the organization's operations to run smoothly and be viable (Ainon, 2003; Baharin et al. 2016). In conclusion, a democratic leader acts as a facilitator and can be a stimulus to his subordinates in ensuring the smoothness of a project and achieving goals through agreed strategies. As a result, democratic leaders who are helpful will be more liked and respected than autocratic leaders.

2.3.3 Laissez-faire Leadership

The third leadership style is the laissez-faire leadership style. Leaders who practice this leadership style give absolute freedom to their subordinates in planning, acting and making decisions. These leaders see that their subordinates are mature individuals in all aspects of their duties. Therefore, they can evaluate the pros and cons of every action taken for the benefit of the organization. These free-spirited leaders are not like democratic leaders who value team cooperation. They are more inclined to get the final result, success or achievement of the goals of a project as set at the beginning of project planning. This leadership style looks like a ship without a captain as each employee works in their way without any supervision. This will open up opportunities for unethical employees where they will take advantage of the lack of supervision from the highest hierarchy. This freedom is not suitable to be applied in large or important organizations such as Banks, Drug Rehabilitation Centers, Hospitals and so on that have strict standard operating procedures and complex activities. This is because leaders can have an impact and influence on the performance and activities of team members (Amin, Kamal, Sohail, 2016; Shokory, Suradi, 2020). Therefore, failure to manage the leader will result in damage or a great impact on the organization and social aspects.

2.4 Relationship between Leadership Style and Work Performance

Excellent organizations are usually the result of collaboration which is familiar to every individual in the organization. A leader needs necessarily have creative and critical thinking in managing subordinates. Various aspects need to be taken into account to optimize performance Subordinates Ali, Adam, and Ali (2019) stated that community college lecturers found that leadership styles contributed 12% to improve the performance of lecturers in community colleges which are average usually choose a laissez-faire leadership style. Therefore, the study shows that apart from leadership styles, there are still several contributing factors to the improvement of work performance among community college lecturers. Effectiveness in managing an organization is also a skill that a leader must have. This helps a leader predict any possibility that will happen in his organization. Therefore, leaders need to be wise in choosing a style of their leadership. This is because there are leaders who use the three leadership styles in an organizational administration to follow appropriate situations and projects. For example, leaders who practice a democratic leadership style will use style autocratic leadership in such an alarming situation as fire, flood, runaway, etc. Sarita (2009) stated the leadership style aims to promote work spirit, job satisfaction, and employee productivity, which are high, to achieve maximum organizational goals.

Thus, everything that is done requires goal setting which is clear for the achievement of an organization. Therefore, the study conducted by Hasibuan (2001), clearly showed that leadership style has a relationship with work performance. In addition to the above studies, there are many studies related to style leadership and work performance that found a positive relationship between dependent and independent variables. Tampubolon (2007) studied the organizations that have applied SNI 19-9001-200; which is a quality management system implemented in Indonesia. Leadership style makes a relatively large and very significant contribution to the improvement of employee performance in the organization. Thus, based on the relationship, the following hypotheses are on leadership style and work performance among officers of NARC. The hypothesis is H_1 : There is a positive impact on leadership style and work performance among officers of NARC.

2.5 Research Framework

Figure 1 shows the research framework used in the study. The research looks into the association between leadership style as a variable dependent while work performance is the dependent variable which makes the officers of NARC.



Figure 1. Research framework

3. Methodology

The population of this study consists of NARC officers in two locations in the central region of the nation. The selection of this sample using a random sampling method by selecting the officers of NARC. There are 96 officers at both locations who received a self-administered questionnaire for their reply. The questionnaires were distributed and collected on the very day of distribution. The data obtained will be collected and will be tested and analyzed using statistical applications.

3.1 Research Tools

Research tools for leadership style were adapted and adopted from the Leadership Style Questionnaire (LSQ) from Northouse (2015). Bosiok (2013) stated the LSQ had recorded a considerable reliability which is $\alpha=0.887$. On the other hand, the work performance tools were adapted and adopted from the Individual Work Performance Questionnaire (IWPQ) instrument from Koopmans (2014) with a considerable reliability which is an alpha between 0.77 to 0.87.

4. Data Analysis

4.1 Demographic Analysis

Table 1 depicts the respondents' personal information which is descriptive information that explains the frequency and percentage. A total of 89 respondents responded to the self-administered questionnaire.

The demographics analysis was done on the officers, namely on their gender, ethnicity, marital status, age, and length of service. The majority of the respondents were male ($n=78$; 87.6%) as compared to female respondents ($n=11$; 12.4%). Interestingly, Malay respondents dominated the institution ($n=84$; 94.4%) as compared to Indian and other ethnic ($n=5$, 5.6%). Moreover, the majority of the respondents were married ($n=73$; 82.0%) against single respondents ($n=12$; 13.5%) and other marital status ($n=4$, 4.5%). The majority of the respondents were in the age between 31 to 40 years old ($n=33$, 37.1%). These were followed by 25 respondents (28.1%) between 41 to 50 years old, 16 respondents (18.0%) between 20 to 30 years old, and 15 respondents (16.9%) between 51 to 60 years old.

The majority of the respondents were serving between 11 to 20 years ($n=45$; 50.6%). These were followed by 20 respondents (22.5%) who were serving between 5 to 10 years, 11 respondents (12.4%) with less than 5 years and between 2 to 30 years, respectively. Finally, two respondents (2.2%) had more than 30 years of service with the institution.

Table 1. Demographic analysis

Item	N	%
Gender:		
Male	78	87.6
Female	11	12.4
Ethnicity:		
Malay	84	94.4
Indian	3	3.4
Others	2	2.2
Marital Status:		
Single	12	13.5
Married	73	82.0
Others	4	4.5
Age (year-old):		
20 to 30	16	18.0
31 to 40	33	37.1
41 to 50	25	28.1

51 to 60	15	16.9
Length of Service (year):		
Less than 5	11	12.4
5 to 10	20	22.5
11 to 20	45	50.6
21 to 30	11	12.4
More than 30	2	2.2

4.2 Reliability Analysis

Reliability analysis was conducted on the variables of leadership style against work performance among officers in the NARC as depicted in Table 2. Leadership style consisted of 18 items with Cronbach's alpha of 0.82. Meanwhile, work performance consisted of 18 items with Cronbach's alpha of 0.973. Thus, both variables used, leadership style and work performance, were reliable based on Nunnally (1979).

Table 2. Reliability analysis

Item	No of Item	Cronbach Alpha
Leadership Style	18	0.819
Work Performance	18	0.726

4.3 Correlations Analysis

The results of the study on the relationship between leadership style and work performance showed a significant relationship. Correlations analysis was used to examine the relationship between leadership style and work performance. The results proved that leadership style had a medium significant relationship with work performance based on the value of the correlation coefficient ($r = 0.43$, $p < 0.01$) as depicted in Table 3.

Table 3. Correlations analysis

Variable	Leadership Style
Work Performance	0.426**

Note. ** Correlation is significant at 0.01 level (2-tailed).

4.4 Regression Analysis

Table 4 depicts the regression analysis conducted on leadership style and work performance in understanding the impact of each other. Subsequently, the regression result would determine the acceptance or rejection of the study's hypothesis. The simple regression analysis proved that there was an effect between leadership style and work performance based on the value ($\beta = 0.426$, $p < 0.001$). While R^2 of 0.18 shows that training could explain only 18% of the study. There was still a remaining 82% on other variables or factors that were unknown and could be studied that contributed to the work performance. The regression analysis resulted in the impact between leadership style and work performance was supported. Thus, the hypothesis that leadership style has a positive effect on work performance was present among officers in the NARC.

Table 4: Regression analysis

Variable	Work Performance	
	β	Sig.
Leadership Style	0.426	0.000
R^2	0.181	
Adjusted R^2	0.172	
F-Change	19.252	
Sig.	0.000	

Table 6 depicts the hypothesis testing based on the regression analysis had showed that officers at the correctional academy concluded that leadership style had an impact on their work performance. Thus, the hypothesis H_1 is supported.

Table 6. Hypothesis result

Hypothesis	Result
H_1 : There is a positive impact on leadership style and work performance among officers of NARC	Supported

5. Discussion and Conclusion

5.1 Discussion on Leadership Style and Work Performance

The result of the correlation analysis stated that the leadership style has a substantial relationship with work performance among officers at the NARC. This is translated from the data analysis showing that the Pearson correlation of this study shows that p-value of 0.426 and an R-value of 0.000. The decision is meaningful there is a significant relationship between leadership style and work performance. As an organization that conducts treatment and drug rehabilitation, a rehabilitation center requires several productive and effective human resources to achieve organizational goals. Therefore, leadership style becomes one of contributing to the officers' work performance in an organization. Tampubolon (2007) found leadership style factors contribute relatively and very significantly to improving the performance of employees in the organization. Data analysis results of attachment to find out the style of leadership that is considered comfortable among security officers of NARC. The data show that they are more inclined to a democratic leadership style. This matter is likely to adopt a democratic leadership style participation of leaders and employees. Successful leaders must get rid of their personality traits and try to do their best to ensure everyone is a part of leadership and his leadership style through resource management strategy man. This is because, human resource management who strategize will generate appropriate strategies accordingly to the passage of time (Wang, Chich-Jen, & Mei-ling, 2010). Thus, the democratic leadership style can improve the performance of officers at both NARC.

Work performance is one of the main mechanisms for controlling employees in an organization. Through the assessment that is done, it allows leaders to distinguish between excellent, average, and underachieving employees which can influence the form of action and the future of their career in the organization. According to Arif (2010) explained that work performance is a personal decision that will affect the status and the future of employees in the organization. Thus, leaders need to be smart in choosing a style of leadership according to the situation and the person being led. Meanwhile, Velu, et al. (2017) found that democratic, autocratic, and transformational leadership styles positive effect on the level of employee work performance. This was due to the level of acceptance of individuals led are different from one another. Therefore, it is relevant if a leader varies his/her leadership style to improve one's work performance. As a leader in an organization, the trust given must be carried out with a sense of responsibility. The leader's responsibility was not just directing his subordinates to carry out their duties, but they too are the best example of his subordinates. This was because the positive behavior shown by the leader will be followed and evaluated by subordinates. As stated in the highlights of the work, leadership style was the leader's effort to influence subordinates to achieve organizational goals. Hence, the findings of this study should be able to be used by the management of the organization to plan strategies by training department heads and supervisors to have knowledge related to style leadership. The organization needed to proceed with steps such as organizing resources, directing subordinates, coordinating subordinates, and controlling all processes set to improve work performance starting from the hierarchy highest to the lowest job.

Excellent organizations were usually measured by customer satisfaction and profitability. An organization could improve its excellence through the level of efficiency and high resources. This means, the organization used minimal resources in the production of output the maximum. Through the study of leadership style and performance in this work, there was a contribution that can be given to the policy and organizational policies studied. As a treatment center and drug rehabilitation, service quality needs to be taken seriously because the objectives, vision, and mission of the department must be achieved. Therefore, the professionalism of each officer who serves needs to be evaluated from time to time. Assessment performance through annual work targets (SKT) should be referred to through the operating standard procedure (SOP) issued by the department. An assignment that was guided by SOP requires supervision and control by department heads and supervisors.

Therefore, the role of leaders was used to ensure that subordinates performed assignments according to established guidelines. The use of appropriate leadership style communicated the direction and goals of the organization. Thus, the organization would always be on the right track in meeting the wishes of the top management as well as permanently relevant.

Based on the findings of this study, there was a significant relationship between leadership style and work performance among officers Narcotic Addiction Rehabilitation Center (NARC). However, the course of this study was not free from constraints and limitations throughout the study. For future research, it is suggested that potential investigation should include other factors of human work behaviours, such as work ethics and perceived organizational support. Moreover, it would be interesting if a future researcher could research multiple organizations in the area of security.

The results obtained from the data analysis process show that the Pearson correlation of this study shows that the values of $p = 0.46$ and $r = 0.00$. The results mean that there is a significant relationship between leadership style and work performance. As an organization that carries out drug treatment and rehabilitation, a rehabilitation center needs several productive and effective human resources to achieve the organization's goals. Therefore, leadership style becomes one of the contributors to the performance of an organization. Through this study, the leadership style introduced by Lewin, Lippitt and White (1939) focuses on leadership styles namely autocratic, democratic and laissez-faire. Their study conducted around the 1930s was the first study related to leadership style. Noor, Rajikon, Muhamat, Saadan, and Juno (2015) stated there is one of the earliest groups to have done a study that used a behavioral approach is a group of researchers from Iowa University where they identified three types of leadership styles which is autocratic, democratic and laissez-faire. Furthermore, Noor et al. (2015) asserted that this is a landmark study that has successfully identified the earliest leadership style. After research, the researcher found that Lewin et al. (1939) made clear definitions and facts about each leadership style stated in the study. Tampubolon (2007) found that leadership style factors contribute relatively and very significantly to the improvement of employee performance in the organization. The results of the data discovered the leadership style that is considered comfortable among security officers. The data shows that they are more inclined towards a democratic leadership style. The democratic leadership style may practice the participation of leaders and employees. Successful leaders should get rid of their personality traits and try to do their best to ensure that everyone is a part of their leadership and leadership style through strategic human resource management. This is because, through the management of human resources that strategy will generate the appropriate strategy according to the passage of time (Guo, 2004; Wang, Chich-Jen, & Mei-ling, 2010). Therefore, the democratic leadership style can improve the performance of security officers in NARC.

The results of the ANOVA test conducted are significant on work performance when the study findings show [$F = (1,87) = 19.252, p < 0.05$]. Job performance is the main mechanism to control employees in an organization. Through the evaluation done, it allows leaders to distinguish between excellent, average and weak employees in terms of achievements that can influence the form of action and the future of their career in the organization. Work performance is a personal decision that will affect the status and future of employees in the organization (Latham & Wexley, 1994; Arif, 2010). Therefore, leaders need to be wise in choosing a leadership style according to the situation and the people they lead. Different leadership styles according to the situation will have a big impact on the organization. This is in line with Veliu, Manxhari, Demiri, and Jahai (2017) in the research they conducted which showed that democratic, autocratic and transformational leadership styles had a positive effect on the level of employee performance. This is because the level of acceptance of the individual being led is different from one to another. Therefore, it is relevant if a leader diversifies his leadership style to improve a person's work performance. As a leader in an organization, the trust given must be carried out with a sense of responsibility. These actions affect the final results of a project that is carried out. The leader's responsibility is not just to direct his subordinates to carry out their duties, but they are also the best example for their subordinates. This is because the positive behavior shown by the leader will be followed and evaluated by his subordinates.

5.2 Contributions

In the context of NARC's management, they can highly consider the study's impact on leadership style and work performance among their security officers. The study found that there is a high relationship between democratic and autocratic leadership styles. This implies that the security officers are very comfortable with the leadership style as a result of the involvement of all parties in ensuring that the performance of the organization is at an excellent level. The autocratic leadership style has a possible relationship because security officers are a uniformed body that cares about discipline and complying with the instructions given. Moreover, leadership style is the leader's effort to influence his subordinates to achieve organizational goals. Therefore, the findings of this

study should be able to be used by organizational management to plan strategies by training department heads and their supervisors to know related to leadership styles. Next, the organization needs to proceed with steps such as organizing resources, directing subordinates, coordinating subordinates and controlling all the processes set to improving work performance starting from the highest hierarchy to the lowest workers.

In the context of security officers of NARC, they need to maintain their responsibilities to ensure their respective performance is at a good level. As has been stated in the highlights of the work, work performance is the difference between one individual and another regarding a systematic description based on a person's strengths and weaknesses. Therefore, professionalism among employees can be fostered by leaders with appropriate methods. Security officers can contribute toward improving their work performance. They should be proactive and high-performing employees, an employee is advised to understand the leaders' leadership toward the organization's vision and mission. The personal characteristics of the individual can be seen from the ability and performance of the personal characteristics they show as well as their role in the work organization. Therefore, there will be comfort in the workplace and colleagues to be able to create a conducive work environment that can improve individual work performance.

5.3 Recommendations for Future Research

For future research, it is suggested that a researcher should take into consideration other employees in various positions who are working in NARC. This will give a good generalization on the relationship between the variables, namely leadership style and work performance from the perspective of the general employees. Moreover, other variables and mediation should be considered in the next research.

such as motivation, organisational culture, and work environment.

Acknowledgment

Acknowledgement to the Ministry of Higher Education Malaysia for the Fundamental Research Grant Scheme with Project Code: FRGS/1/2022/SS02/USM/02/6 for the funding of this publication.

Ethics approval

The Publication Ethics Committee of the Canadian Center of Science and Education.

The journal and publisher adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

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